

Training And Work Performance Among Officers In The Correctional Academy

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ABSTRACT

This research was conducted to identify and examine the relationship between management training and work performance among officers in the correctional academy. The noble intention of this study was to understand the work performance situation among officers which was referred to their training provided the the correctional academy. In doing so, online self-administered questionnaires were emailed to officers in the correctional academy. The data analysis was conducted using SPSS, namely demographic analysis, reliability analysis, correlations analysis, and regression analysis. A hypothesis between training and work performance among officers in the correctional academy was tested. The results show that training has a positive impact on work performance among officers. Moreover, the study's implications for officers and the management of correctional academy were discussed.

KEYWORDS: Training, work performance, individual performance, officers correctional academy.

INTRODUCTION

The training was considered as important to organizations. Thus, the human resource department had been seen as the source of training in an organization. Moreover, training for employees could lead to various benefits to the organizations such as increased motivation among employees; and in turn, would lead to improvement of employees' work performance. Training and work performance among employees was important to organizations as this would lead to the achievement of their mission and vision. Therefore, various efforts had been carefully planned

by the management from the process of appointment, selection, and most important employee training (Aziz, 2005). Meanwhile, mistakes in the preparation of training would cost the organization as the cost of running a training program required very high expenses.

Moreover, the work environment of correctional officers was to experience violence, stress, burnout, posttraumatic stress disorder, mental health challenges, divorce, and other negative outcomes (Carter, 2022). Organizations needed to provide training to their employees consistently to keep them abreast with the current knowledge in handling various expected and especially unexpected situations. In the context of the correctional academy, the management was needed to provide up-to-date knowledge and skills to their correctional officers. These correctional officers were deployed at various correctional institutions and they were entrusted to manage and monitor their inmates. Thus, training by the correctional academy to correctional officers was important as this would lead to their work performance in handling all inmates. Longenercker (2007) stated that many training programs fail to achieve the goals set by an organization. However, a systematic and structured training program would help an organization identify problems that will arise to achieve the organization's goals. Moreover, organizations often experienced disciplinary issues among their staff related to work performance. A few employees were associated with issues such as in terms of service, customer service, and discipline.

The study focused on the correctional academy that provided relevant training to the correctional institutions' officers. Nowadays, the pattern of criminal behavior was increasing even more than what we were facing compared to the past. In today's rapidly developing borderless world, correctional services were facing various challenges. Specifically, the correctional academy faced more comprehensively and holistically to ensure the academy is always relevant and functions effectively. The correctional academy has drawn up various forms and types of training required by prison institutions which include management and administration courses, prisoner management and treatment, security and intelligence, parole, and community service. The results of correctional academy training would produce officers who were at their potential to educate inmates in correctional institutions. Thus, the education given would able the inmates were able to contribute towards a more harmonious life and be accepted by society.

Work performance had been an issue due to inconsistency among officers at the correctional academy. From the perspective of the correctional academy, there were disciplinary issues that were created

by a few staff, including disrespecting senior employees and skipping work which would tarnish the image of the correctional institution. This problem stems from the lack of spiritual values which was closely related to training which is an important aspect of shaping spirituality among officers in the correctional academy. The training was an important factor in producing knowledgeable and highly skilled officers who meet the needs of the organization in terms of quality and efficiency to achieve organizational goals. This study examined the extent of training that can improve the officers' work performance at the correctional academy. Thus, the objectives of this study were to understand the relationship and impact between training and work performance among officers in the correctional academy.

LITERATURE REVIEW

Work Performance

Work performance was defined as a process a manager will ensure the activities and productivity of employees are in line with the organization's goals (West & Neol, 2009). Dessler (2000) stated that work performance refers to how the individual or employee takes action in contributing behavior in line with the organization's objectives, in other words, the responsibilities and tasks performed by an individual are the individual's tasks. Mondy, Noe, and Premeaux (2002) stated that work performance is a formal performance evaluation system of periodic review and evaluation of individual or group work performance. Moreover, Maimunah (2009) stated that performance evaluation was described as a systematic evaluation of individual work performance. The conclusion that can be made in this study related to the definition of work performance was an assessment of the level of achievement or ability of an employee in an organization. Excellent performance can increase the productivity of an organization by directly increasing the national economy (Spector, 2003). On the other hand, employees who lack a commitment to carrying out the tasks given would cause weaknesses in the administrative system of an organization (Jaini, 2013).

Furthermore, work performance was a process in which employee tasks are observed, evaluated, recorded, reported, discussed, and followed up to improve the quality and quantity of work performed. Hasibuan (2003) said that work performance was a work result achieved by a person in performing daily tasks which are measured through efficiency, time, experience, and also work quality. The establishment policy of Malaysian companies stated that civil servants must instill a high work culture and work discipline in themselves so that efficient and quality work performance can be created in an organization (Hassan, 2003). The improvement in the work performance of civil servants in Malaysia was

almost equal to the quality of public services in other developed countries (Utusan Malaysia, 2014).

Work performance was usually able to show the gap between the actual performance of an employee and the standards set by the organization (Indeed, 2022). If the actual performance of an employee was below the set standards, it is suggested that the employee needs training. Work performance could also provide a true picture of the employee's true strengths, weaknesses, and potential to the organization, as a result, the information obtained can be used by the individual himself or the organization to make improvements whether the individual applies for the course provided or the organization needs to provide course to for his career development.

Jimoh, Olayide, and Saheed (2012) stated that employees should do their work consistently and follow the procedures as set forth will contribute to the achievement of the organization's objectives and goals. This is even more complicated if there are factors that contribute to weak work performance such as a lack of manpower resources, excessive workload, employee absenteeism, and a high employee turnover rate. In addition, the objective standards and organizational goals are not clear, and lack of communication in the organization, lack of training or unrelated training, and lack of authority to complete an activity are factors that contribute to performance problems. Tamrin, Muis, Nuysyamsi, and Sumardi (2018) stated that work performance emphasizes that individuals act by using their knowledge, competence, and skills to improve organizational performance but only through working in teams rather than individuals. In addition, there is evidence that states that employees with high qualifications and skills will produce good work performance and have a difference in terms of higher income.

Work performance, in general, refers to the way individuals contribute to behavior in the organization by performing tasks and responsibilities given to achieve the organization's goals (Okoji, 2015). Meanwhile, Hasibuan (2000) stated the aspects that are evaluated are the employee's loyalty to the organization and its superiors whether in the organization or outside the organization. Work performance is evaluated through the results of an individual's work including the results of work quality, work quantity, knowledge about a given task, opinions or statements conveyed, and planning activities. Three main factors affect an individual's work performance, namely the ability to work, the desire to work, and the work opportunities offered by the organization.

Work organization methods and opportunities involving employees were factors that affect the quality and quantity of work in an

organization. Employees are a key factor in contributing to the success of an organization in a competitive environment and competition (Yahya, Othman, & Shamsuri, 2012). Fierce competition between organizations both inside and outside the country and the lack of employee skills had prompted many organizations to re-evaluate the role of the workforce and make study how an employee can maintain the potential to meet the organization's goals. (Robbins, 2001). Work performance was a variable that can be used as a measuring tool to evaluate the impact on the effectiveness of management training. The improvement in work performance shows that the training that the employee goes through is effective or otherwise. Therefore, work performance became a measure of management training.

Aman and Shukor (2015) studied three factors, namely employee motivation, employee commitment, and task-related training affecting work performance among the support staff of a local college. The findings of this study show that employee motivation and task-related training do not have a positive relationship with work performance, while employee commitment factors are found to have a significant relationship with work performance. Therefore, the improvement of staff work performance is determined by management training which is a process of changing staff in terms of improving work performance, increasing knowledge, skills, and competence, and staff attitudes and values. This evaluation process will provide important information related to the positive and negative effects on the work performance of the staff.

Ansari-pour, Fasihi, Mohammadi, Ganji, Shirian, and Malekpour-Tehrani (2017) stated that there is a direct relationship between work performance and employee self-confidence. The management of the organization can improve the work performance of its employees by giving support or help to them to increase their self-confidence which can indirectly improve their work performance while also being able to achieve the organization's objectives. Conclusions can be made through past studies conducted on work performance showing that work performance is the main criterion in assessing an employee's level of achievement and ability. The performance of an employee can be evaluated in many different dimensions. Performance refers to the achievement of an employee towards the responsibility entrusted in performing the tasks given based on knowledge, skills, competence, attitude, quality, and quantity in producing work.

Training

Training had been defined as a set of activities that have been planned to overcome the weaknesses done by the employees and at the same

time can improve the skills and knowledge of work among the staff of an organization (Elnaga & Imran, 2013). Moreover, training was intended to change attitudes and behaviors in the organization.

Wang and Noe (2010) stated that training was an effort planned by an organization to facilitate their learning and efficiency in the tasks they do. These competencies included knowledge, skills, and behaviors that will affect employees' work performance. Aguinis and Kraiger (2008) explained that a training program was systematic planning in human resource management that can provide benefits to individuals and also teams in the organization. Training was also closely related to human resource management and in addition, training can also improve staff performance over time.

Furthermore, an employee's training needs can be measured through actual work performance by collecting information about the tasks performed by the employee, and information about the achievements of each individual who performs them. Thus, training need analysis was needed to identify employees who need training. The management could offer an accurate and appropriate training program to their employees based on their training needs. Sherazi, Ahmed, Iqbal, Umar, and Ur-Rehman (2011) stated that training program requirements could help an organization identify the level of ability and work performance. The training was an intervention designed to improve individual work performance (Chiaburu & Teakleab, 2005). Employees who received training that was appropriate to the responsibilities would allow them to perform their duties according to their work procedures.

Training could also increase the confidence of an employee through the enhancement of their knowledge. Moreover, training also could increase awareness of their job responsibilities. This situation would encourage their employees to do their job better and help improve the employee's performance. Continuous training would produce a potential worker who can make decisions to solve problems at work. Chen, Thomas, and Wallace (2005) stated that management training helped an individual to minimize mistakes and tensions in the workplace. Ngah, Jusoff, and Rahman (2009) stated that training helps employees to adapt to the work system in an organization. The level of training implementation will determine the effectiveness of training through the output or results of the program offered to employees.

The training was a formal learning method carried out by the organization to provide employees with the knowledge, skills, and abilities (Khan & Abdullah, 2019) related to performing their duties and responsibilities to achieve the organization's goals. The importance of

training in influencing organizational effectiveness cannot be denied anymore. The role of training had become even more complicated due to the changing currents of world development that trigger intense global competition. The ability of an organization to compete in the local or international arena depends a lot on the quality of its human resources. Therefore, investing in continuous training was a necessity to achieve the goals of an organization. Hidayatullah (2016) stated that the planning of the training program carried out by the organization must be related to the duties of the officers. The duration of a given task also plays an important role in ensuring the quality and productivity of the officer's work.

Relationship between Training and Work Performance

Various studies indicated that training had a relationship with work performance. Esthi and Savhira (2019) conducted a study on employees at PT. Lestarindo Perkasa on their training impact on work performance. Alfiyah and Riyanto (2019) stated training had a significant effect on the performance of Politeknik IP3I Jakarta employees. Moreover, Yazid (2016) stated the effectiveness of training programs through the dimensions of training methodology, trainers or facilitators, research objectives, and organizational support for work performance. There is a significant relationship between the effectiveness of training through that dimension of work performance. Meanwhile, Asfaw, Argaw, & Bayissa (2015) stated the impact of training development on the performance of employees in five district administrative offices in Ethiopia. The findings of this study showed that the impact of training development had a positive relationship with the effectiveness of employee performance. Baharuddin (1998) conducted a study on the evaluation of training programs and discovered that a training program that was truly suitable for the individual's field of work is successful. A high-level percentage obtained included an increase in work performance after following the training program.

Kadir and Ismail (1997) studied customs officers and discovered a positive effect on the performance of trainees. Their result indicated there was a low and positive relationship between training dimensions and job performance after training. This analysis also showed that there was a positive relationship and a significant difference between the dimensions of work performed before and after training. The effect results of previous studies could be concluded that training is a form of exposure that helps an employee in improving knowledge and skills over time. The objective or goal of the training was to change behavior and improve existing knowledge and skills to the latest knowledge in line overtime for employees to improve their work performance. However, a program cannot be considered successful if the knowledge gained is not

properly practiced by the employees. Cheng and Ho (2001) stated that the success of an employee is applying what is learned in training in carrying out responsibilities while performing tasks that contribute to the achievement of organizational goals.

Aziz and Selamat (2016) stated that training was a formal activity carried out to improve employee performance in addition to improving the quality of working life. Salas et al.

Salas, Tannenbaum, Kraiger, and Smith-Jentsch (2012) stated that organizations need to provide a positive environment to enable employees to use what they learn in training and further increase the effectiveness of the organization. Yamnil and Mclean (2001) stated individual performance showed that the relationship between individual performance was the result of learning or training that is attended to and applied in daily tasks that drastically change organizational performance. These results were the efforts of the organization's management in determining an effective training program that will expect changes or improvements in performance applied to daily tasks and will subsequently have a positive impact on the organization.

Research Framework and Hypothesis

The research framework is depicted in Figure 1 below on the relationship between training and work performance.

Figure 1: Study Framework



Thus, the research hypothesis is based on the theoretical development between training and work performance as follows:

H₁: Training has a positive relationship with work performance among officers in the correctional academy.

METHODOLOGY

A self-administered questionnaire was distributed using the online form to the population among the officers in the correctional academy. The training questionnaire was adapted and adopted using the instrument developed by Chiaburu and Tekleab (2005). Subsequently, the work performance was adapted and adopted from the instrument developed by Yazid (2016). The questionnaire was based on a 5-level Likert scale to measure the respondent's influence on the given question items, from very dissatisfied to very satisfied.

DATA ANALYSIS

Demographics Analysis

The data obtained from part A is the respondent's personal information which is descriptive information that explains the frequency and percentage. A total of 51 respondents responded to the self-administered questionnaire.

The demographics analysis was done on the correctional academy officers, namely on their gender, age, ethnicity, marital status, level of education, length of service, and service group. The majority of the respondents were male (n=36; 71%) as compared to female respondents (n=15; 29%). Interestingly, Malay respondents dominated the correctional academy (n=50; 98%). Moreover, the majority of the respondents were married (n=47; 92%) against single respondents (n=4; 8%). Respondents indicated their level of education, middle education was the highest (n=22; 43%). This was followed by higher education (n=14; 28%), tertiary education (n=12; 24%), and lower education (n=3; 6%).

The majority of the respondents were serving between 11 to 15 years (n=23; 45%). This was followed by respondents who were serving 16 to 20 years (n=10; 20%), respondents serving 5 to 10 years (n=9; 18%), respondents serving above 20 years (n=7; 14%), and finally respondents serving below 5 years (n=2; 4%). Lastly, respondents were asked about their grade of service. Thus, the majority of the respondents were at the grade level of 19 to 38 (n=50; 98%). Meanwhile, only one respondent was in a grade level of 1 to 14 (2%).

Table 1: Demographic Analysis

Item	n	%
Gender		
• Male	36	70.6
• Female	15	29.4
Ethnicity		
• Malay	50	98.0
• Others	1	2.0
Marital Status		
• Single	4	7.8
• Married	47	92.2

Education		
• Lower	3	5.9
• Middle	22	43.1
• Higher	14	27.5
• Tertiary	12	23.5
Service Length (years)		
• Below 5	2	3.9
• 5 to 10	9	17.6
• 11 to 15	23	45.1
• 16 to 20	10	19.6
• Above 20	7	13.7
Service Group		
• Grades 1 to 14	1	2.0
• Grades 19 to 38	50	98.0

Reliability Analysis

Reliability analysis was conducted on the variables of training against work performance among officers in the correctional academy. Training consisted of 8 items with Cronbach's alpha of 0.94. Meanwhile, work performance consisted of 11 items with Cronbach's alpha of 0.95. Thus, both variables used, training and work performance, were reliable based on Nunnally (1979).

Table 2: Reliability Analysis

Variable	No of Items	Cronbach's Alpha
Training	8	0.940
Work Performance	11	0.952

Correlations Analysis

The results of the study on the relationship between training and work performance showed a significant relationship. Correlations analysis was used to examine the relationship between training and work performance. The results proved that training had a strong significant relationship with work performance based on the value of the correlations coefficient ($r = 0.833, p < 0.001$).

Table 3: Correlations Analysis

Variables	1	2
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1. Training	1	0.833**
2. Work Performance		1

** Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis

Regression analysis was conducted on training and work performance in understanding the impact of each other. Subsequently, the regression result would determine the acceptance or rejection of the study’s hypothesis. The simple regression analysis proved that there was an effect between training and work performance based on the value ($\beta = 0.833, p < 0.01$). While R^2 of 0.639 shows that training could explain only 64% of the study. There was still a remaining 36% on other variables or factors that were unknown and could be studied that contributed to the work performance. The regression analysis resulted in the impact between training and work performance was supported. Thus, the hypothesis of training has a positive effect on work performance was present among officers in the correctional academy.

Table 4: Correlation Analysis

	Work Performance	
	β	Sig.
Training	0.833	0.000
R	0.833	
R^2	0.693	
F Change	110.747	
Sig. F Change	0.000	

DISCUSSIONS & CONCLUSION

The hypothesis testing based on the regression analysis had shown that officers at the correctional academy concluded that training had an impact on their work performance. Moreover, the relationship testing based on the correlations analysis had shown a strong and significant relationship between both variables, namely training and work performance. The study’s result was consistent with the previous studies that training had a positive relationship with work performance (Baharuddin, 1998; Asfaw, Argaw, & Bayissa, 2015; Yazid, 2016). James and Kwabe (2019) stated that management training functions in transferring information to members within the organization who attend the course to increase the productivity and effectiveness of the

organization. Training programs could be benefitted by employees through their knowledge enrichment (Noe, 2002). Meanwhile, McNamara, Joyce, and O'Hara (2010) argued that organizations and individuals benefited from training programs.

Karim, Choudhury, and Latif (2019) purported that training and development of all staff should be dynamically followed and made obligatory and the employer should give compulsory training programs for all employees to improve performance. Moreover, the employer should impose the need for continuous training and development taking into deliberation the opposition, market dynamics, customer satisfaction, and net promoter score among others as those would benefit the organizations and employees. Moreover, training programs were discovered positively and significantly affect the performance of the Palembang Aviation Training Center (Abdullah, 2020). In another study on environmental officers in South Lampung, Haryonoa, Supardib, and Udin, (2020) discovered that training had a high impact on the officers' work performance. Interestingly, e-training had been seen impacted work performance too (Wolor, Solikhah, Fidyallah, & Lestari, 2020).

Last but not least, the study discovered that employers should provide relevant training to their employees. Employees' training needed to be carried out in their early days in the organization. This would improve the employees' skills that lead to their work performance. The study concluded that most findings reported that training had a significant impact on employees' work performance among officers in the correctional academy.

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